



Defense Acquisition University -South

My Leadership Style

Lunch n Learn Series

17 September 2014

Presented by
Mark Unger

APM Department Chair, DAU-South

“We are part of the community, not just a place to take classes.”



Leadership

- Enabling Learning Objectives
 - Define and Understand Leadership
 - Gain an Understanding of the Different Leadership Styles



“We are part of the community, not just a place to take classes.”



Leadership

**“Leadership is a learning
process that is
ongoing.”**

Mayor Tommy Battle

12 Dec 2013

Senior Service College Fellowship Address

“We are part of the community, not just a place to take classes.”



Leadership

- What isn't Leadership? ¹
 - Leadership has nothing to do with seniority or one's position in the hierarchy of a company.
 - Leadership has nothing to do with titles
 - Leadership has nothing to do with personal attributes
 - Leadership isn't management

"We are part of the community, not just a place to take classes."

¹ <http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership/>



Leadership

- Define Leadership

- The action of leading a group of people or an organization (Internet search)
- A position as a leader of a group, organization, etc. (Webster Dictionary)
- Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal

“The ability to inspire confidence and support among the people who are needed to achieve organizational goals” ¹

“We are part of the community, not just a place to take classes.”

¹ DuBrin: Leadership, Research Findings, Practice, and Skills (7th Edition)



Leadership

Leadership

vs

Management

Visionary
Passionate
Creative
Inspiring
Innovative
Imaginative
Experimental
Warm and Radiant
Initiator
Acts as a Coach, Consultant,
Teacher
Does the Right Things
Knows Results are achieved by
people

Rational
Businesslike
Persistent
Tough Minded
Analytical
Deliberative
Authoritative
Cool and Reserved
Implementer
Acts as a Boss
Command through Position
Does Things Right
Focuses on Results

difference between leadership and management is one of emphasis

“We are part of the community, not just a place to take classes.”

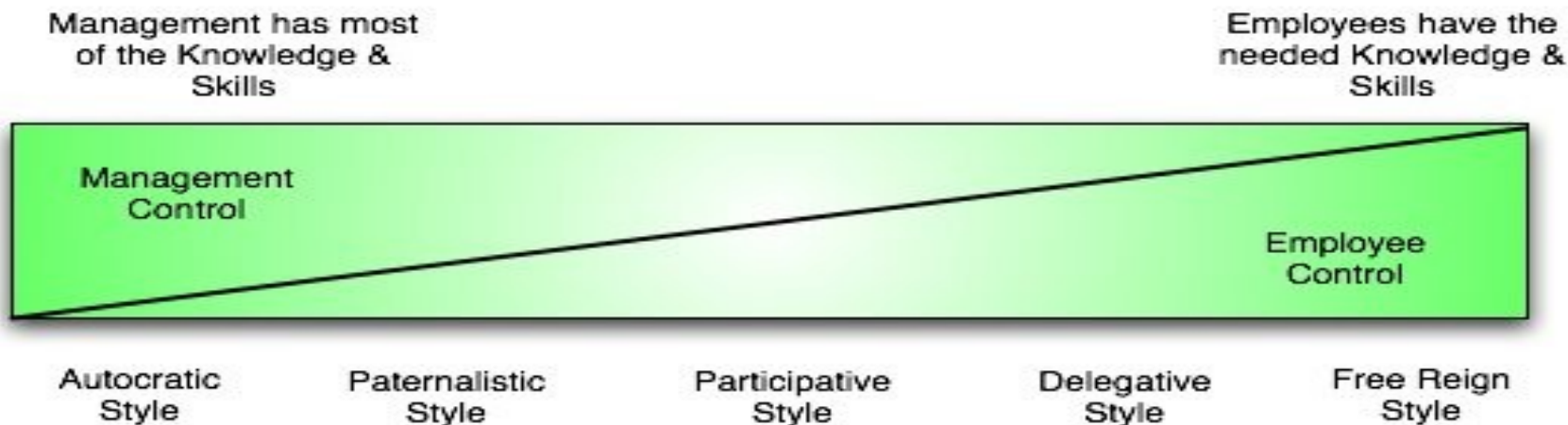


Leadership

Leadership Styles (Basic 3 Styles)

- Authoritarian Leadership (Autocratic)
- Participative Leadership (Democratic)
- Delegative (Laissez-Faire) Leadership

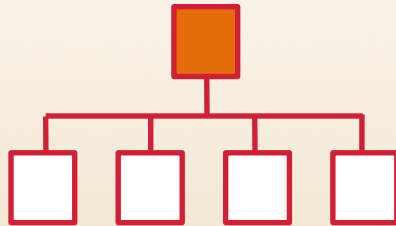
Leadership Styles



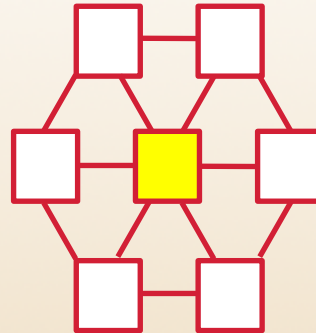
“We are part of the community, not just a place to take classes.”



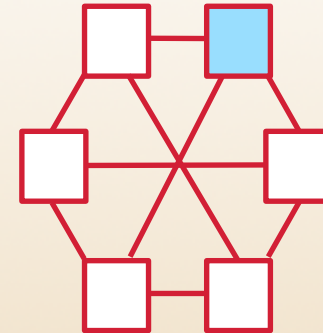
Leadership



Supervisory



Participative



Team

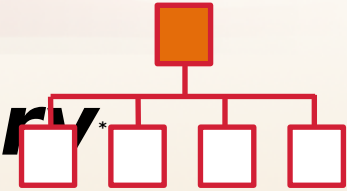
Direct people	Involve people	Build trust and inspire teamwork
Explain decisions	Get input for decisions	Facilitate and support team decisions
Train individuals	Develop individual performance	Expand team capabilities
Manage one-on-one	Coordinate group effort	Create a team identity
Contain conflict	Resolve conflict	Make the most of team differences
React to change	Implement change	Foresee and influence change

“We are part of the community, not just a place to take classes.”



Leadership

Authoritarian/Supervisory



- Authoritarian leaders, also known as autocratic leaders, provide clear expectations for what needs to be done, when it should be done, and how it should be done. There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group.
- Researchers found that decision-making was less creative under authoritarian leadership. It is more difficult to move from an authoritarian style to a democratic style than vice versa. Abuse of this style is usually viewed as controlling,

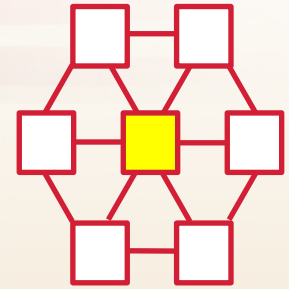
Authoritarian leadership is best applied to situations where there is little time for group decision-making or where the leader is the most knowledgeable member of the group.

“We are part of the community, not just a place to take classes.”

*(Bass & Bass, 2008) <http://>



Leadership



Participative (Democratic)^{*}

- Research has found that participative leadership, also known as democratic leadership, is generally the most effective leadership style. Democratic leaders offer guidance to group members, but they also participate in the group and allow input from other group members.
- Participative leaders encourage group members to participate, but retain the final say over the decision-making process. Group members feel engaged in the process and are more motivated.

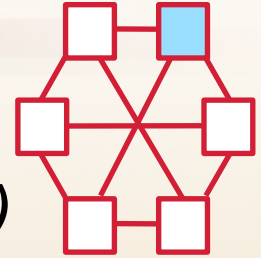
Participative is best applied to situations when implementing change, so that group members are prepared for the transition and are bought in to the change process.

“We are part of the community, not just a place to take classes.”

*(Bass & Bass, 2008) <http://>



Leadership



Delegative/Team (Laissez-Faire)

- Delegative leaders offer little or no guidance to group members and leave decision-making up to group members. While this style can be effective in situations where group members are highly qualified in an area of expertise, it often leads to poorly defined roles and a lack of motivation.

Delegative is best applied to situations when:

- ✓ Employees are highly skilled, experienced, and educated.
- ✓ Employees have pride in their work and the drive to do it successfully on their own.
- ✓ Outside experts, such as staff specialists or consultants are being used
- ✓ Employees are trustworthy and experienced

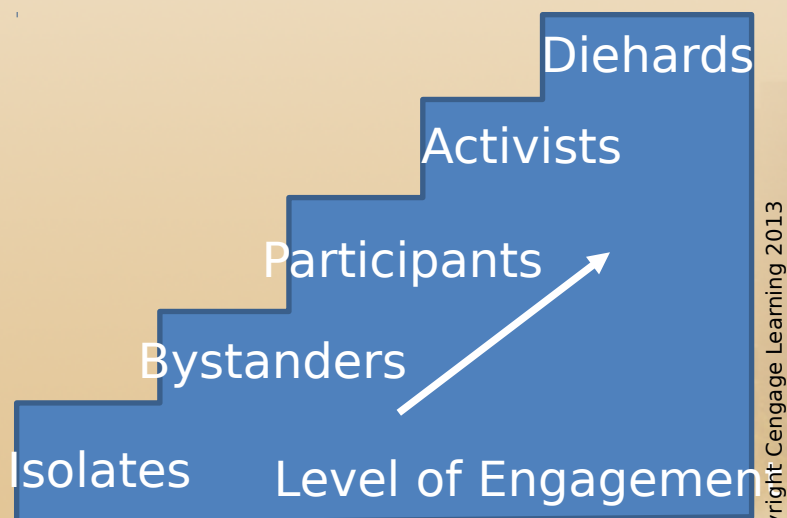
“We are part of the community, not just a place to take classes.”



Leadership

- Leadership and Followership
 - Bosses have Bosses
 - Subordinates lead short term projects
 - Followers get things done – Doers

- Types of Followers



- Qualities of Effective Followers

- Self Management
- Commitment
- Competence and Focus

– Courage

“We are part of the community, not just a place to take classes.”



Leadership

Leadership Style Survey



"We are part of the community, not just a place to take classes."

<http://www.nwlink.com/~>



Leadership

Questions?



“We are part of the community, not just a place to take classes.”